

# EXHIBIT K



## Thread



**Zach**

@zachshakked



Important write up on how the Apple ruling could lead to a windfall for developers, both small and large. This past month of changes is just the beginning. Thanks for including my story! [@jacknicas](#)



nytimes.com

A Nick to Apple's Profits Could Be a Windfall for App Developers

After a judge opened up a way to avoid Apple's commission on their sales, companies big and small are seeing dollar signs.

4:44 PM · Sep 11, 2021 · Twitter for iPad

**Zach**

@zachshakked



## Preview!

**By Jack Nicas and Kellen Browning**

Sept. 11, 2021 Updated 10:24 a.m. ET

Apple has taken to calling its iPhone App Store an “[economic miracle](#),” and it has pointed to developers like Zach Shakked as proof.

Mr. Shakked created an iPhone app that helps companies [find trending hashtags](#) on social media. Over the past 12 months, his sales have topped \$5 million.

But one of Mr. Shakked’s largest expenses is paying a cut to the world’s richest company. In his case, Apple took nearly \$1.5 million — its fee for letting him run his app on its devices.

Now, Mr. Shakked has hope that he could soon keep at least some of that money. On Friday, [a federal judge ordered Apple to allow developers to steer their customers](#) off their iPhone apps to pay for their goods or services, which Apple had banned. That is big news for developers like Mr. Shakked because sales completed outside Apple’s payment systems are not subject to its commission of up to 30 percent.

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**Denys Zhadanov** ✓  
@DenZhadanov



Some of my thoughts on Apple/ Epic rulings.

For context, at [@Readdle](#) we've built a sizeable business around Apple ecosystem from day one, grew to 230+ people, profitable, 175 million app downloads

6:54 PM · Sep 10, 2021 · Twitter Web App

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More freedom and payment options are generally good, but every bit of freedom comes at a price. To view to situation, we have to look at the ecosystem overall, and understand what the new rules mean for users, developers and Apple



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For developers:

1. AppStore took care of all the activities around payments, taxes, etc. That was super handy for smaller developers.

2. For mid sized developers, including ourselves, the new rules mean potentially extra revenue (millions of dollars)



1



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3. Developers can create a better experience ( for example [@SparkMailApp](#) for Teams can now finally offer to subscribe via link) -> flexibility of the payment/ billing options, centralised payment options, etc, where the App Store billing system falls short



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